

**East and North
Hertfordshire NHS Trust**

**Sustainable
Development
Management Plan
2016-2017**

INTRODUCTION

Sustainability is a part of every action and interaction undertaken within the NHS. Activity relating to sustainability nationally has more recently shifted from a focus on the reduction of energy used and therefore the carbon emissions related to these reductions, to developing, encouraging and ensuring a local workforce and population is more resilient and making clinical services more sustainable.

The East & North Herts NHS Trust recognises and champions the importance of sustainable development and developed a Sustainability Strategy for 2015 to 2020, which was approved by the Board in June 2015. The strategy complements the new NHS strategy for sustainability, the Sustainable Development Strategy for the Health and Social Care System 2014 – 2020, which was launched in January 2014.

With its Gross Internal Area (GIA) of 110,697 square metre estate (Trust as whole) and treatment of 835,000 patients in 2015/16, the Trust has a significant environmental impact. The Trust is committed to continuously minimising this impact by:

- Ensuring compliance with all relevant legislation
- Reflecting climate change on the organisations' risk register, including financial risk and also in Board Assurance Frameworks
- Developing and implementing reduction plans to address the major components of NHS carbon emissions including direct energy consumption, procurement, transport (including business, commuting and patient travel), food and waste
- Increasing the resilience of our workforce through support structures developed and championed by the Health and Wellbeing initiative
- Working in partnership with identified stakeholders under local strategic partnerships to ensure that collaboration aids the integration of this agenda both within the organisation and also in a wider setting
- Pursuing an active communications initiative to engage all staff, visitors, patients and Trust members who visit the Trust's facilities
- Review and benchmark progress using the Good Corporate Citizenship assessment model and annual returns

The Trust's annual Sustainable Development Management Plan (SDMP) sets out the key workstreams and plans in place to meet the required reduction in carbon emissions and to make progress in delivering a more sustainable provision of healthcare services.

SDMP PURPOSE

This SDMP has been devised to support the agreed strategy. The plan seeks to ensure the Trust provides high quality healthcare today and into the future in a way that minimises negative effects on the environment.

Implementing the objectives within this plan will not only further reduce our carbon footprint, but will also facilitate working together with stakeholders, along with our local community and partners, to initiate health improvement initiatives and reductions in inequalities. It will also move us closer to achieving the overall 2020 carbon reduction target.

Our commitment is to ensure that we encourage and enable our staff to provide healthcare services in the most sustainable way possible and involve patients, visitors and the wider public in helping us to meet the challenge. We will also, as an organisation, continue to promote and develop activity to allow our staff and local community to live healthy lives and control and manage their own health and wellbeing.

The principles of the Sustainability Strategy 2015 – 2020 are based upon the three goals set out in the Sustainable Development Strategy, published by the NHS Sustainable Development Unit in January 2014. The SDMP has aligned the objectives for the forthcoming year to assist in achievement these goals:-

Goal 1 – A Healthier Environment

Goal 2 – Community and services are ready and resilient for changing times and climates

Goal 3 – Every opportunity contributes to healthy lives, healthy communities and healthy environments

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1. NATIONAL CONTEXT

As the largest single organisation in the UK, the NHS is responsible for major consumption of resources emitting around 18 million tonnes of CO₂ every year.

The NHS is directly responsible for the health of the nation and, as such, it can provide a clear example for others to follow by working in partnership within the communities it serves and by providing clear leadership. This principle led to the development of the NHS Carbon Strategy: Saving Carbon, Improving Lives, launched in January 2009 then more recently the launch of the Sustainable Development Strategy for the Health and Social Care System 2014 – 2020, both written and published by the Sustainable Development Unit (SDU).

The Sustainable Development Strategy for the Health and Social Care System 2014 – 2020 sets out key commitments and timeframes around carbon reduction for NHS organisations. Meeting the Climate Change Act requirement of a 25% reduction of carbon emissions by 2020 and 80% by 2050 will be a huge challenge. One impact of this legislation for the NHS has been the requirement to join an emissions trading scheme, the Carbon Reduction Commitment. The Trust signed up to this in the summer of 2010, ahead of the 30th September 2010 deadline.

The NHS set a carbon reduction target of 10% from energy use by 2015, compared to 2007 levels, for every Trust, with an overall reduction of 34% by 2020. Water reduction targets set for the Trust are 25% in consumption on base year 2005 by 2020.

The Trust's total Carbon Footprint was **82,922** tonnes of CO₂^e for the baseline year of 2007/2008 however this decreased to **65,545** tonnes of CO₂^e in 2015/2016. This is a decrease of **21%** from the baseline year.

2. OUR RESPONSE: THE PLAN

The Plan, which was initially developed in 2010, is updated annually to reflect progress and objectives for the year ahead and is divided into twelve workstreams, each with a project lead. The workstreams encompass all key areas to meet the sustainable agenda requirements and carbon reduction targets. The workstream plans are reviewed and updated 6-monthly and monitored internally on a bi-monthly basis through the Sustainable Development Committee, chaired by the Assistant Director – Transformation Programme Office.

We also complete the Good Corporate Citizenship model on a bi-annual basis and utilise targets not yet achieved to inform our plans. The *Our Changing Hospitals* programme provided the means to realise a large proportion of our carbon emission reduction targets, however we realise there is still further work to be done.

The table below demonstrates the Trust's total carbon footprint. The Trust has achieved an actual overall reduction of **17.4%** from the baseline in 2007 in **2014/15**.

Scope	2007 baseline	2010/11	2011/12	2012/13	2013/14	2014/15	2015 target	2015/16	2020 target
Procurement, estates, catering, wages, etc.	58,231	46,155	45,776	45,105	45,170	44,819	52,407	44,814	38,432
Utilities	16,382	17,128	16,222	15,344	15,106	15,498	14,743	12,765	10,812
Travel	8,309	8,695	8,189	8,226	8,261	8,174	7,479	7,966	5,484
Total footprint	82,922	71,978	70,187	68,675	68,537	68,491	74,629	65,545	54,728

CORPORATE

LEAD: Wendy Walker - Assistant Director, Transformation Programme Office
Kirsty Mainds - Assistant Project Manager, Transformation Programme Office

The Trust recognises the need for sustainable development and the focus for long-term improvements including:

- Reduced environmental impact
- Better health and reduced inequalities
- Improved service provision
- Good community role model and supporter of the local economy
- Excellent value for money

These features are integral to the delivery of our strategic corporate objectives and values (PIVOT).

As a major employer, purchaser of goods and commissioner of services our role is to promote sustainability and actively contribute to the Government's sustainable development agenda.

We also recognise the need to develop sustainable priorities around what is viewed as important to not just meet national requirements, but also what our public, patients and staff expect us to do as an organisation to utilise our scarce resources more efficiently and reduce our carbon footprint.

Trust Objectives:

- A Healthier Environment
- Community and services are ready and resilient for changing times and climates
- Every opportunity contributes to healthy lives, healthy communities and healthy environments

2015/16 Overview of Achievements

- Coordinated, measured, monitored, and challenged all activity relating Sustainability within the Trust over the year
- Publication of the Sustainability Strategy for 2015–2020 with input from Sustainability leads within the Trust, along with public members at two separate workshops
- Continued monitoring and updating of the Good Corporate Citizen assessment tool, with input from all Sustainability leads within the organisation.
- NHS Sustainability Awards 2015 shortlisting for three categories – Public Health, Community Engagement and Overall Winner – Trust was a winner in all three categories
- Shortlisted for HSJ Sustainability award for 2015

- Continued to attend and work with regional and national networking groups relating to sustainability
- Development of relationships and increased awareness of sustainability within the Trust, through promotion via screensavers, information in Trust bulletins, and through direct contact with champions requesting assistance with projects
- Fostered and developed relationships external to the Trust with other organisations and learnt from good practice where transferable
- Supported leads with ambitions to develop sustainable practice, whether directly related to carbon emissions and reduction, or assisting with public health messages and engagement of the wider community where opportunities arose

Key Objectives for 2016/17

- Continue to co-ordinate and drive all activity relating to sustainability within the trust over the forthcoming year
- Continued development of relationships and increased awareness of sustainability within the Trust, through promotion via screensavers, social media, information in Trust bulletins, and through direct contact with champions requesting assistance with projects
- The fostering and development of relationships external to the Trust with other organisations and learn from good practice where transferable
- Support leads with ambitions to develop sustainable practice, whether directly related to carbon emissions and reduction, or assisting with public health messages and engagement of the wider community where opportunities arise
- Support the Renal sustainability project and share learning and initiatives with other areas across the hospital
- Continue to investigate new or emerging technologies and ideas and share information with the relevant leads
- Ensure all funding options are explored – encourage and support teams to develop plans and complete documentation to access alternative sources of capital
- Lead on NHS Staff Health and Wellbeing CQUIN implementation
- Champion health and wellbeing within the Transformation Programme Office team and wider Trust management colleagues

ENERGY & CARBON MANAGEMENT

LEAD: Bob Jones - Properties Manager

The Trust recognises the impact its energy consumption has on the environment through associated emissions of carbon and understands that significant savings can be made both environmentally and economically in addressing the energy demands on the estate.

Trust Objectives:

- A 34% reduction by 2020 on base year 2000/01 equates to a further reduction of 3,248 Tonnes – the Trust is on course to achieve this reduction following the closure of the QEII Hospital in October 2014 and a number of other initiatives designed to reduce the carbon utilisation for the Trust.

2015/16 Overview of Achievements

- Submitted annual reports on carbon usage for both CRC and EUETS and updated monitoring plan
- Ensured Trust paid CRC tax for 2014/15 in September 2015, thus avoiding penalties for late payments
- Assisted in purchasing allowances to cover CRC tax for 2015/16
- Continued monitoring of CO₂ savings from the CHP plant in conjunction with Veolia
- Investigated new options for self-financing energy reduction schemes, including review of pay back periods. Commissioned report was completed by Veolia, including a range of energy saving schemes, which are currently under review
- Produced DEC certification for all Trust sites
- Arranged verification of consumption of gas and oil used in boilers, CHP and generators (part of EUETS Scheme)
- Made payment for Phase 3 CO₂ emissions (part of EUETS Scheme)
- Lighting change in link corridor from Multi Storey Car Park resulted in ongoing carbon and energy saving
- Implementation of PIR air conditioning units in the Education Centre, with automatic switch off when no movement is detected in the area to reduce energy use

Key Objectives for 2016/17

- Submit annual reports on carbon usage for both CRC and EUETS and update monitoring plan
- Ensure Trust pays CRC tax for 2015/16 in September 2016, thus avoiding penalties for late payments
- Assist in purchasing allowances to cover CRC tax for 2015/16
- Continue monitoring of CO₂ savings from the CHP plant in conjunction with Veolia
- Submit bids for Salix Finance on a number of projects to implement through external funding, including LED lighting both internally and for external lamp posts, and for replacement steam traps across the Lister site
- Develop an energy strategy for site and work with Veolia to implement schemes such as second CHP
- Complete review of all electrical motors and investigate potential options for funding for replacements
- Produce DEC certification for all Trust sites
- Arrange for verification of consumption of gas and oil used in boilers, CHP and generators (part of EUETS Scheme)
- Make payment for Phase 3 CO₂ emissions (part of EUETS Scheme)

PROCUREMENT

LEAD(S):

Finance Lead:

John Sloan – Deputy Director of Finance

Procurement Leads:

Jim Forsyth – Head of Procurement, Hertfordshire
NHS Procurement

Iain Hills – Category Lead, Non Clinical

Food Lead:

Graham Walker – Head of Catering

Pharmacy Lead:

Andrew Hood – Pharmacy Manager – Procurement

IM&T Lead:

Ollie Morley – Head of IT (Interim)

Procurement is the biggest contributor to carbon emissions within the NHS and accounts for 65% of the Trust's own carbon emissions. The Trust is committed to reducing carbon associated with our own commissioning, sourcing and buying processes. The constitution of this workstream reflects the departments that generate the highest procurement expenditure within the Trust.

Trust Objective:

- Ensure that goods and services are procured more sustainably

HERTFORDSHIRE NHS PROCUREMENT

2015/16 Overview of Achievements

- NHS Hertfordshire Procurement staff are trained and consulted on ethical issues associated with the Trust, which now also forms part of the induction process
- Pursuit of product switching in the NHS Supply Chain continued in order to reduce costs and carbon footprint.
- Carbon savings implemented which were identified via the NHSSC Carbon Revenue Ratio and corresponding initiatives.
- Sustainability included as part of individual appraisal process for all Hertfordshire NHS Procurement staff
- Hertfordshire NHS Procurement Sustainable Procurement Pack issued to all Trust suppliers for acceptance
- Local Small and Medium Enterprises (SME's) now able to register on Hertfordshire NHS Procurement's electronic tendering portal Due North in order to become potential suppliers, new contract opportunities over £25K published on Contract Finder
- Identified demand management opportunities with Trust colleagues and suppliers, for example examination gloves were reviewed with the Infection Control team
- Pursuit of further product switching in NHS Supply Chain in order to reduce costs and carbon footprint for example Urology consumables within Surgery have been standardised from two suppliers to one, reducing the number of stock lines held

Key Objectives for Hertfordshire NHS Procurement for 2016/17

- Ensure our policies continue to be aligned with national sustainability requirements and ensure that sustainability forms part of tender and procurement evaluations where appropriate
- Implement different ways of managing procurement locally that improves stock management, reduces waste and releases more time to care – pilot underway with Surgery team to review potential to manage some non-stock items on their behalf
- Continue to issue Hertfordshire NHS Procurement Sustainable Procurement Pack to all Trust suppliers for acceptance
- Procurement staff will continue to be encouraged to support sustainability on an individual basis
- Investigate the potential for waste reduction across the Trust in use of consumables, offering advice and assistance where required – planned review of two wards with Nursing Director to identify wastage with a view to roll out findings on a Trust-wide scale
- Work with the Chief Information Officer how to incorporate improved inventory management within the IM&T strategy (GS1)

PHARMACY

2015/16 Overview of Achievements

- Process for daily temperature recording for drug fridges implemented to ensure storage of drugs at correct temperature in order to reduce drug wastage at ward level
- Stock level review completed at ward level by Pharmacy team – re-designation of stock to wards with higher turnover and maintenance of fridge tidiness has contributed to reduction in waste
- Engaged with suppliers to discuss and review where reductions can be made in carbon footprint for example reduction in deliveries where possible, and standardisation of medication where appropriate
- Maintained the recycling of medicines within the hospitals environment to reduce wastage

Key Actions for Pharmacy in 2016/17

- Engage with suppliers to discuss and review where reductions can be made in carbon footprint
- Review of efficiencies and processes planned to be completed in line with medicine management and tolerance levels for costs allowed for generic medications. Supplier will review product and cost and advise Trust whether a saving can be made from both from a carbon and cost perspective if product is switched
- Continued review of the efficiency of our medicines management process to reduce wastage both within the pharmacy and also wards and departments
- Increase the recycling of medicines within the hospitals environment to reduce wastage
- Review in line with Carter Review number of deliveries for Pharmacy per day and reduce where practical
- Assist in promotion of information for patients to bring in own long-term prescription drugs for any prearranged inpatient stay within the Trust

FOOD

2015/16 Overview of Achievements

- Re-assessment of delivery mileage with current suppliers. Consolidation of drops and deliveries to reduce frequency has been implemented. Multi temperature delivery vehicles now in use reducing vehicle traffic on site and food miles
- Continuation of the introduction of products that are from ethical and sustainable supply routes such as Fair Trade, Red Tractor, Marine Conservation Society
- Exercise conducted to benchmark current activity regarding sustainable procurement, with plans to extend within forthcoming year.
- Continued work with the Trust engagement team to support an education and information exchange regarding sustainable food and purchasing. Work around this initiative will continue into the forthcoming year
- Review of menus for staff and visitors to introduce further healthy food and beverage items, allowing informed choices to be made. The menu review includes new healthier dishes along with low sugar and fat content information
- Patient menu cycle reduced to weekly from fortnightly, saving food miles and stock holding
- Continued to work to reduce food wastage of untouched and partially consumed food sent to wards, further work will take place in forthcoming year to reduce further

Key Objectives in Food Procurement for 2016/17

- Develop action plan for the application for Bronze Level Food For Life Scheme by December 2016
- Prepare detailed Nutritional Analysis schedule of all menu items for patient, staff and visitor information and review. Implement processes and documentation to help patient and customers to make informed choices.
- Prepare appropriate plans for the implementation of the new CQUIN requirements and agreed timescales
- Continue work to review dry goods supply chain, with a plan to reduce mileage and number of drops per week
- Develop Ward Housekeeper Training programme, to reduce food wastage and improve efficiency and compliance
- Source as much produce that fit the Leaf, Red Tractor or Farm Assured criteria as possible, tracking progress on Leek-o-meter
- Commence recording of all food waste, target reduction and increase awareness around costs and implications of over-production
- Convert to disposables (take away containers) made from plant materials that are not oil based
- Develop targets for energy and water consumption reduction within the Catering department, and increase awareness on energy usage

Information Management and Technology (IM&T)

2015/16 Overview of Achievements

- Supported continued IM&T paperless programme. A number request forms became electronic by the end of 2015 such as account directory requests, ID requests, project requests plus other documents where appropriate
- Merger of the IT helpdesks, introducing a voice options pathway and phase 1 of a one-stop shop for helpdesk enquiries and making service more sustainable
- Agreement of a new 5 year IM&T strategy with sustainable development targets finalised and agreed. Procurement policy ensures all procurers follow the sustainability elements when purchasing new equipment for the Trust.
- Continued roll out of the e-Obs project, thereby reducing the use of paper
- Instigation of an IT induction programme, including sustainability awareness within the team reducing carbon footprint along with resource time and energy, again will continue into forthcoming year
- All IT staff encouraged to support the sustainability agenda and reuse, recycle and support clean energy sources both at work and at home where appropriate.

Key Objectives for 2016/17

- Implementation of Lorenzo system once approved which enables electronic document management and electronic image storage, allowing ease of access for clinicians, along with reduction in paper, and time to access information
- Review of print management contract at the end of 2016. New contract to include increase in scanning for records, along with inclusive fax system to enable the sending of secure documentation and a reduction in printing and paper usage
- Implementation of new Pharmacy stock system and processes for reduction of waste to take place within forthcoming year

TRAVEL

LEAD: Debbie Cockcroft – Facilities Services Manager

Significant carbon emissions are generated from transport within the NHS and the Trust is committed to playing its part in driving down carbon emissions associated with transport.

Trust Objectives:

- *(Reduce carbon emissions from staff travel by 10% by 2015 compared to 2007 levels)* – baseline for 2007 levels was 1,785,967 miles. Information available for year 2014/15 showed a usage of 1,160,825 - an improvement of 35%.

For the year 2015/16 a usage level of 1,089,764 was recorded, showing a further improvement of a 39% reduction on baseline year.

2015/16 Overview of Achievements

- Continued adherence to new eligibility criteria for staff parking permits at Lister Hospital, Gunnels Wood Road Health Records department, and Wiltron House sites to assist with encouraging staff members to cycle, walk or use public transport for their journey to work
- Updated the Green Travel pages on the Knowledge Centre
- Review of applicability of electric zero emission vehicles for the Estates and Facilities Trust vehicles undertaken. Hybrid vehicles were purchased for the Facilities team and the Health Shuttle
- Staff green travel leaflet produced and distributed to all staff
- Promotion of initiatives to encourage green travel such as Liftshare and bus discounts

Key Objectives in 2016/17

- Implementation of a bike pool for staff to travel between sites, including the Lister site, Gunnels Wood Road Health Records site, and Wiltron House
- Promote alternative forms of travel and support initiatives to assist such as BikeBUDI, WalkBUDI, Liftshare and public transport
- Implement new eligibility criteria for staff parking permits across all Trust sites to encourage shifts to more sustainable forms of transport
- New VP Pro system to be introduced which links to the staff leavers system to remove permit allocation. Information held with then be more robust for monitoring and reporting purposes
- Introduce incentives to encourage and increase the numbers of staff cycling, walking and using public transport
- Review the potential for further NHS staff discounts for all staff for public transport options within the local area

WATER

LEAD: Bob Jones – Properties Manager

Water is a precious resource and a significant amount of energy and resources are used / consumed to produce potable water, which contributes to our carbon footprint.

Trust Objective:

- Reduce water consumption by 25% by 2020 relative to 2004/05 levels (237,694m³). Water consumption for year 2015/16 registered as 184,602, equating to a 22.3% reduction for this period.

2015/16 Overview of Achievements

- Continued monitoring of water usage trends
- Investigation of any deviation from expected usage of utilities
- Contracts for negotiation during year reviewed against Trust Procurement Policy
- Minimisation and fixing of leaks as soon as identified and logged

Key Objectives for 2016/17

- Continue to monitor water usage trends
- Investigate any deviation from expected usage of utilities when raised via alarms through sub metering when implemented
- Contracts for negotiation during forthcoming year to be reviewed against Estates Procurement Policy (under development)
- Minimise and fix leaks as soon as identified and logged
- Investigate and pursue new technologies and schemes relating to water saving such as water saving toilets and reduction of pressure in the main Tower Block on the Lister site
- Survey of potential water saving schemes in conjunction with Veolia

WASTE MANAGEMENT

LEAD: Debbie Cockcroft – Facilities Services Manager

The Trust recognises that by adopting sound waste management practices, opportunities for environmental and economic savings can be made.

Trust Objectives:

- Ensure compliance with waste legislation
- Reduce the amount of waste produced relative to 2004/05 levels (1981 tonnes) by 25% by 2020 (1486 tonnes).
- Increase recycling figures to 50% of domestic waste arising by 2015 then to 75% by 2020. The Trust achieved a recycling rate of 40.53% in the last year 2014/15 and measures are to be put in place to ensure 2015/16 targets are achieved

2015/16 Overview of Achievements

- Waste awareness literature for staff continued to be updated with publicised information around waste awareness at staff information events
- Visited The Newcastle Upon Tyne NHS Foundation Trust to view the operation utilising a 'zero waste to landfill' initiative and investigated potential for implementation

Key Objectives for 2016/17

- Explore further opportunities through retendering of waste contracts to work towards reducing further the amount of waste sent to landfill
- Work with the cleaning services provider G4S to introduce increased compliance with waste segregation
- Introduce a Trust-wide Offensive Waste stream
- Promote waste awareness through a Waste Roadshow day in July 2016 – activities include promoting awareness of the correct waste streams used within the Trust to increase the amount of recycled waste avoiding landfill
- Finalise the ratification process for the Waste Management Policy and implement all new changes and initiatives

DESIGN AND BUILDING USE

LEAD: Dean Goodrum – Director of Estates and Facilities

The planning, design and construction of new buildings and the refurbishment of the existing estate portfolio presents an opportunity to contribute to a more sustainable future and will ensure that all new builds and refurbishments comply with Building Research Establishment Environmental Assessment Method (BREEAM) healthcare requirements.

Trust Objectives

- Reduce carbon emissions from the Trust estate by 10% by 2015 - this equates to a reduction of 1,623.6 Tonnes. This objective has already been achieved with the completion of the CHP project with a current reduction by 15%.
- Further reduction by 30% by 2020, relative to 2007 levels equates to a reduction of 3,248 Tonnes – the Trust is on course to achieve this reduction through the review of viable initiatives following consolidation
- Ensure that we achieve a BREEAM rating of at least 'Very Good' on all new highly- serviced acute build projects and existing estate refurbishments. This has been achieved for both new Maternity Unit and Cardiac Catheter Lab.

2015/16 Overview of Achievements

- Twelve month energy and carbon audit of the CHP installation to ensure guaranteed energy and carbon savings to take place also in forthcoming year
- Assisted with completion and input for the building and enabling works for the New QEII
- Lead on disposal of the old QEII site and the related decommissioning works required
- Continued investigation into potential for sub-metering and review of funding options

Key Objectives for 2016/17

- Twelve month energy and carbon audit of the CHP installation to ensure guaranteed energy and carbon savings
- Energy workshop with Trust suppliers to take place, investigating potential options for increasing and improving site resilience and efficiency
- Review into funding from Salix finance for carbon reduction projects, including external lighting for car parking areas and link corridors
- Ensure any additional estate such as repossession of Mental Health Unit meets site-wide energy plans and strategy targets

ORGANISATIONAL AND WORKFORCE DEVELOPMENT

Leads: Kerry Eldridge, Deputy Director of Workforce & Organisational Development
Jenny West – Head of the Health@Work Service

The Trust is committed to supporting its staff by:

- Promoting increased sustainability awareness through behavioural change programmes, encouraging low carbon travel and ensuring that 'sustainable development' is included in every job description
- Increasing awareness of equality and diversity and addressing inequalities and discrimination within the workforce
- Improving staff engagement and health and wellbeing and offering opportunities for better work-life balance. This in turn will support organisational sustainability as there are proven links between staff health and wellbeing and improved satisfaction and patient outcomes, staff retention and engagement and lower sickness absence
- Working more closely with our local communities - with nearly 70% of our staff living within 10 miles of their workbase, the work we do with our communities will also benefit our staff

2015/2016 Overview of Achievements

Resourcing

- Work continued to increase local recruitment, including working with Jobcentre Plus, increased local recruitment advertising in newspapers and on radio, using the Community Hub to provide information about job opportunities at the Trust
- All new starters to the Trust now have electronic rather than paper files. TRAC, the online recruitment system has reduced paper usage in the recruitment process
- Electronic Staff Change of Circumstance and Staff Leaver forms have been introduced which has further reduced paper usage
- Work also began this year to implement the agency price cap and increase bank fill rates, reducing agency spend and improving the consistency of patient care.

Health@Work

- The Occupational Health Service was rebranded as Health@Work in June 2015, with an increased focus on health and wellbeing as well as staff sickness absence
- The service achieved SEQOS (Safe, Effective Occupational Health Service) reaccreditation
- The Health@Work advice line has been implemented, providing advice to staff and managers on workplace health issues and support with undertaking full referrals
- Waiting times for assessments have been reduced and productivity has increased, which can result in an earlier return to work
- Paper records have been digitized, reducing paper usage

Organisational Development

- The ARC Next Steps culture change programme and the Leadership Development & Talent Management Strategy were launched in September 2015
- The 2015 Staff Survey results showed a significant improvement on the 2014 results. However the Trust scored poorly compared to other acute Trusts in areas relating to staff health and wellbeing, including bullying, harassment and violence

Equality and Diversity

- During 2015 – 16 the Trust made a commitment to the Workforce Race Equality Standard, and also continues to work towards the objectives of the Equality Delivery System
- A new Equality & Diversity lead has been identified

Key Objectives for 2016/2017

Resourcing

- Work will continue to increase recruitment from local communities, including the number and range of apprenticeships available
- The 'Drive to 5' campaign aims to bring the vacancy rate to under 5% by September 2016 through a range of recruitment initiatives
- At the same time the work begun during 2015-16 will continue to reduce agency usage and spend and to increase the pool of bank staff available
- The Trust is part of the Workforce Partnership Exec Group, which is developing actions to improve retention and staff health and wellbeing across health and social care in Bedfordshire and Hertfordshire
- A Trust Retention Strategy is currently in development: the main areas of focus are working environment, shift patterns and rostering, training and development and flexible working
- Work will continue to reduce the use of paper as much as possible in all the recruitment and resourcing processes

Health@Work

- The Health@Work team will lead on the achievement of the new health and wellbeing CQUIN goals:
 - Develop a plan to introduce a range of physical activity schemes for staff
 - Improve access to fast-track physiotherapy services for staff
 - Develop a plan to introduce a range of mental health initiatives for staff
 - Work as part of a Trust-wide project team to improve availability of healthy food for staff, visitors and patients, and ban the promotion of foods high in sugar, fat and salt
 - Increase the uptake influenza vaccine for frontline staff

- A new Health & Wellbeing strategy will be introduced to reflect the Health & Wellbeing CQUINs.
- The team will build on the productivity improvements made in 2015/2016 to ensure that line managers receive valuable and prompt advice from the service. This will include:
 - Working in partnership with the ERAS team to develop an integrated process map for employees who reach sickness absence trigger points and to improve the management of ongoing cases or cases of concern
 - Introducing a process offering early support and advice to employees with sickness absence
 - Launch a Trust-wide manager referral process
 - Actively promote the service to line managers to further encourage them to seek support and advice from the Health@Work service

Organisational Development

The two main strands for work to improve organisational culture and staff engagement for 2016-2017 will be:

- Leadership Development and Talent Management – including the introduction of the LEND (Listen – Empower – Nurture – Develop) Leadership model
- A Trust-wide programme of staff engagement and involvement
- Work will also take place within the divisions to address areas of concern in the staff survey results, including areas relating to staff health and wellbeing, bullying, harassment and violence and discrimination

Equality and Diversity

- A new Equality and Diversity strategy will be developed and launched during 2016-2017
- There will be improved Trust-wide communication and information, for example information on religious and cultural festivals

General

- Increased awareness of sustainability issues within teams and working with other teams in Wiltron House on sustainability work
- Continued involvement of the workforce & OD team with the Community Hub

PARTNERSHIPS AND INVOLVEMENT

LEAD: David Brewer – Head of Engagement

Effectively managing our stakeholder relationships will be increasingly important for the Trust as we develop our Involvement Programme and mature our local governance arrangements. We aim to use these relationships to develop a robust accountability framework to enable local communities and partners to play an active role in the governance and development of the Trust in line with our aspiration to become amongst the best. Becoming more sustainable will be one practical way we can deliver public benefits as a healthcare provider.

We know sustainable development is very important to citizens and communities. Therefore our evolving Engagement Strategy Action Plan will be underpinned by the principles of sustainable development. We will strive to ensure that everything we do with our patients, staff, partners and communities encompasses good practice and sustainable development.

SDMP Objectives:

- Actively communicate sustainability issues through our partnership working and engagement activity to raise awareness and drive behavioural change
- Effectively engage stakeholders, partners, shadow governors and our public members in supporting achievement of challenging sustainability goals

2015/16 Overview of Achievements

- We have continued to reduce hard copy communications in 2015/165 by continually reminding members of the sustainability and efficiency benefits of using email.
- Through our strategic partnership working we continue to work to confirm the value around the sustainability agenda - if it's important for us, it has to become important for suppliers, contractors and staff etc
- Through our partnership working and the delivery of our engagement strategy we actively engaged our members and partners in our commitment to being a sustainable NHS Trust.

Key Objectives for 2016/17

- We will continue to involve our young members in the design and delivery of our Sustainability work
- Through our strategic partnership working we will continue to identify value around the sustainability agenda
- We will promote the Trust's good practice work on sustainability through our SDU good practice case study, and promote ourselves as an exemplar site for sustainable and inclusive engagement that adds social value

- We will deliver a work experience week for our young members that we hope will nurture a future workforce
- We will continue to grow our student placements scheme which has local pupils volunteer to support meal service on wards
- We will continue to grow our youth engagement program #theFUTUREismembership by recruiting more young members and involving them with our hospitals

3. GOVERNANCE

LEAD: Jude Archer – Company Secretary
Kirsty Mains – Assistant Project Manager

The Trust understands that embracing the concept of sustainable development is fundamental to realising the benefits from improved environmental performance, implementing better social initiatives and realising the economic rewards necessary to drive the strategy forward.

SDMP Objective:

- Ensure that sustainable development is consistently managed in line with policy requirements and commitments

2015/16 Overview of Achievements

- The Sustainable Development Committee has continued to meet regularly and reported through to the Finance and Performance Committee (FPC), a formal subcommittee of the Board. This has informed the Trust's Annual Governance Statement 2014/15
- The Good Corporate Citizen assessment has been reviewed in year with the identified leads. The assessment questions fall in to three categories:
 - Getting started
 - Getting there
 - Excellent

The Trust registered for the Good Corporate Citizen scheme in 2010 and this valuable tool is used to identify how the organisation contributes to sustainable development and ensuring that day to day activities support, rather than hinder, progress with sustainable development. We have developed an action plan for each element of the assessment model, which complements the annual Sustainable Development Management Plan and is regularly monitored and reported through the Sustainable Development Committee.

The Good Corporate Citizen Self Assessment model was updated by the Sustainable Development Unit in Autumn 2012. The targets set within each category were mostly achieved in 2015/16, with new targets set for the forthcoming year. The targets for 2016/17 remain as 'Getting There' with a view to improving the score from the most recent 69% in April 2016 to a target score of 75% by April 2017.

GCCM Workstream /Category	Planned target – 2014 - 2015	Planned target – 2015 – 2016
Corporate	Getting There	Getting There
Travel	Getting There	Getting There
Procurement	Getting There	Getting There
Facilities Management	Getting There	Getting There
Workforce	Getting Started	Getting There
Community Engagement	Getting There	Getting There

Buildings	Getting There	Getting There
Adaptation	Getting There	Getting There
Models of Care	Getting There	Getting There

Actions have been agreed to ensure formal monitoring against each of the workstreams and categories for 2016/17 and this will be reported through the Sustainable Development Committee.

Key Objectives for 2016/17

- For each workstream to deliver against the agreed targets set under the Good Corporate Citizen assessment model
- To ensure a clear framework for monitoring progress against timetable for delivery of actions and progress with the Good Corporate Citizen model and reporting to the Sustainable Development Committee and FPC as per the annual cycle
- Ensure the delivery of the updated Sustainability Strategy 2015 – 2020 is supported where required

4. ORGANISATION ROLES & RESPONSIBILITIES

The Director of Strategic Development is the Board-level executive responsible for sustainable development.

The Assistant Director, Transformation Programme Office is responsible for co-ordinating sustainable development across the Trust.

Successful implementation of the plan requires Trust-wide support. The Sustainable Development Committee, established in February 2010, oversees the operational side of implementing this agenda (see appendices 1 and 1a).

The Assistant Director, Transformation Programme Office chairs the Sustainable Development Committee, reporting to the Board on projects designed to reduce carbon emissions and their progress against target.

Membership of the Sustainable Development Committee comprises leads for each project/work stream (see appendix 1b). Other non-project leads will be seconded to represent patients and staff. Membership will be further supplemented from time to time by experts in the various fields.

In delivering sustainable development it is vital to work closely with partners, especially other NHS organisations and local authorities, to develop a community-wide approach to sustainability and carbon reduction.

Project leads will need to become experts in their own field of sustainable development. To assist in this, attendance at training and awareness courses will be vital. Individuals will need to identify the training courses that best meet their professional needs; the Trust will make use of free training and courses being provided regionally and nationally and individuals will be permitted to take time away from work to attend.

5. MONITORING, MANAGEMENT, REPORTING & REVIEW OF PLAN

The Board-level Sustainable Development Management Plan provides a framework for the Trust to meet its commitment to conducting all aspects of its activities with due consideration to sustainability whilst providing high quality patient care. The plan will be reviewed annually and progress reported to the Finance and Performance Committee on a six-monthly basis. Sustainability progress will also be reported in the Trust's Annual Report.

Measurement using the Good Corporate Citizenship Assessment Model will be carried out annually to determine progress against plan. The results of this will be reported to the Finance and Performance Committee.

Submission of emissions as part of the annual ERIC return will form a key component of the regular Estates reporting.

The use of other measures from time to time as made available by the Sustainable Development Unit, the Trust Development Authority and central Government.

APPENDIX 1

SUSTAINABLE DEVELOPMENT COMMITTEE TERMS OF REFERENCE

The role of the Sustainable Development Committee is to:
Co-ordinate the implementation of the Sustainable Development Management Plan and report to the board on progress.

The Committee work to:

- Produce and deliver the plans necessary to meet the sustainability strategy objectives
- Hold to account the respective sustainability leads for delivery of the objectives
- Decide on overarching the sustainable development mission statement which will be ratified by the Trust Board and used as a guiding principle for the organisation. This should be done in consultation with staff and any other interested bodies.
- Review what good practice already exists within the organisation and document this
- Identify a suite of new initiatives that build on and add to what already exists for Board level discussion
- Encourage use of the Green Travel Plan via department managers and monitor/ensure evidence of implementation of GTP throughout the Trust
- A commitment to identifying and promoting awareness of work towards achieving sustainability targets in the Trust, i.e. Implement cycle scheme where both the employer and employees gains a saving
- Gain a sound understanding of sustainability measures and what is involved by actively addressing training needs
- Sign up to the Good Corporate Citizenship Assessment Model and implement this across the Trust

Accountability and Reporting

The Committee will be mindful that individual sections of the organisation will have expertise in certain areas. However, it is essential that every initiative is considered by a full representation of the organisation and also in terms of how it interacts in the wider societal environment and infrastructure of the locality.

The Committee must ensure that progress is reported in the organisation's annual report.

Operational Arrangements and Membership

The Committee will be made up of a cross section of representatives from the organisation who will be responsible for drafting and putting forward initiatives to the Board that are congruent with the Trust's overarching Sustainable Development Management Plan.

Chair

The Assistant Director – Transformation Programme Office is responsible for chairing the committee.

Frequency of Meetings

Meetings will take place on a bi-monthly basis, with the presence of the Governance lead at least once a year. Sub-groups may be formed to work on individual projects, but any results must be reported back to the main committee. If the Chair is not present at a particular meeting, the lead Project Manager will be responsible for feeding back progress after each meeting.

Administration

The agenda for each meeting will include review of progress to date on each project. This may be fast tracked by circulating an updated work plan prior to the meeting, but the minutes must record that a review has been conducted and progress noted. Any barriers to progress must also be recorded.

Minutes will be circulated at least one week before each meeting with an agenda for the next meeting.

If members are unable to attend, they must nominate a deputy who is involved in the project, and therefore, competent to give an update on progress.

APPENDIX 1a

SUSTAINABLE DEVELOPMENT COMMITTEE AIMS AND OBJECTIVES

1. Develop the content of the Sustainable Development Management Plan, encompassing all Trust activities which impact on the environment and sign up to the Good Corporate Citizenship Assessment Model, which may help shape this.
2. Ensure implementation of an active travel plan within a wider sustainable development plan.
3. Implement energy saving and carbon reduction targets in line with what is proposed in the NHS Carbon Reduction Strategy.
4. Develop potential for renewable energy production.
5. Establish opportunities for recycling and reuse of waste, monitoring the quantity and cost of all waste and striving to use this data to set targets to reduce absolute amounts over time.
6. Raise awareness among staff, patients and visitors by making key information about carbon-reduction in the Trust readily accessible/visible to all.
7. Promote staff engagement at all levels and promote the development of leadership competencies to deliver carbon reduction.
8. Report annually to raise awareness of individual impacts, achievements and targets, within the organisation and externally.
9. Develop implementation of biodiversity, water and chemical management strategies.
10. Integrate systems for efficient use of water into building developments at design stage.
11. Produce plans and ideas for increased green and bio-diverse space in the hospital grounds, both in new builds and existing buildings.
12. Encourage use of local suppliers in procurement whilst integrating sustainability procurement terms into all contracts with suppliers.
13. Work with suppliers on encouraging a culture of life cycle costing and environmental awareness in procurement options.
14. Identify and work effectively in partnership with all relevant stakeholders in this agenda.
15. Develop currencies for calculating environmental impact of all projects.

APPENDIX 1b

MEMBERSHIP OF THE SUSTAINABILITY DEVELOPMENT COMMITTEE

Name	Position	Project Lead for:
Stephen Posey	Sustainability Lead	Sustainable Development Management Plan (SDMP)
Wendy Walker	Chair	Co-ordinating SDMP
Bob Jones	Property Services Manager	Energy & Water
Graham Walker	Head of Catering	Food Procurement
John Sloan	Deputy Director of Finance	Finance & Procurement
Jim Forsyth	Head of Procurement	
Iain Hills	Category Lead	
Andrew Hood	Pharmacy Manager	Pharmacy Procurement
Nikki Lane	Estates Office Manager	Transport
Debbie Cockcroft	Facilities Training Manager	Waste
Dean Goodrum	Head of Estates and Facilities	Design & Building Use
Karen Mead	Organisational Development Officer	Organisational & Workforce
David Brewer	Membership & Engagement Manager	Partnerships & Involvement
Jude Archer	Company Secretary	Governance

APPENDIX 2

RELATED TRUST POLICIES

Sustainability Strategy 2015 – 2020

Trust Travel Plan

Waste Management Policy

People Strategy 2014 – 2019

Health and Safety Strategy

Estates Health and Safety Policy and Procedure

COSHH